

United States Department of Commerce

Enterprise Architecture Program Support

Enterprise Architecture Communications Plan

Version 1.0

February 27, 2006

Document Change History

Version Number	Official Release Date	Summary of Changes
1	2/27/06	INITIAL RELEASE

Approvals

This Communications Plan has been presented to and approved by:

	Date	Signature
Chief Enterprise Architect	2/27/06	Thomas J. Penington
Director, Office of Information Technology Policy, Planning & Architecture	2/27/2006	Suzanne W. Greenback
DOC Chief Information Officer	2/27/2006	Karen L. Hogan

Situation/Background

The mission of the Department of Commerce (DOC) Enterprise Architecture (EA) is to develop and implement an evolutionary, high-performance, federated enterprise architecture, aligned with Department and Organizational Unit (OU) goals that enable enterprise-wide business functions, processes, and data integration. The Clinger-Cohen Act of 1996 assigns the Chief Information Officers (CIO) the responsibility of developing, maintaining, and facilitating the implementation of a sound and integrated Enterprise Architecture.

Objectives / Benefits

To employ a sound and integrated Enterprise Architecture to advance the mission of the Department, Commerce must become EA-aware and actively engage in coordinating its planning and other activities toward a common goal. As budgets continue to shrink, there is more incentive for managers to consider actions that build on existing common services and tools. This Communication Plan will begin to capitalize on the common interests of business and IT management and staff, transforming their activities and orientation toward a DOC-wide Enterprise Architecture Plan.

This goal will be accomplished by presenting a coherent, convincing, and compelling message to multiple levels of the Department using a variety of media. The DOC EA team will employ active communications to anticipate the needs and the questions of the following target audiences:

- Management – Including but not limited to the CIO and CFO communities, OU senior management, operating unit management, and project sponsors
- Staff – Including but not limited to OU chief architects, project managers, systems analysts, capital planners, and technical staff

Key Messages

The Enterprise Architecture:

- Is critical to the business success of the Department
- Will result in greater efficiencies and cost savings
- Allows for a greater focus on the specialization of skill sets
- Simplifies and expedites system development and maintenance.

EA Communications Process

The communications effort must be balanced. To ensure robust information flows, we will employ bidirectional communications flows (See Figure 1). Management will review investment proposals, provide approvals, and supervise investments while promoting EA and learning of its success. Staff members will coordinate their investments and projects with the enterprise architects, promote EA within their units, and participate in bi-directional feedback. The DOC Chief Architect will work with both management and staff in the promotion of EA, measuring and reporting to management, and coordinate EA with the staff. Most of this model is already in place and needs to simply be tapped into for the purposes of this Plan.

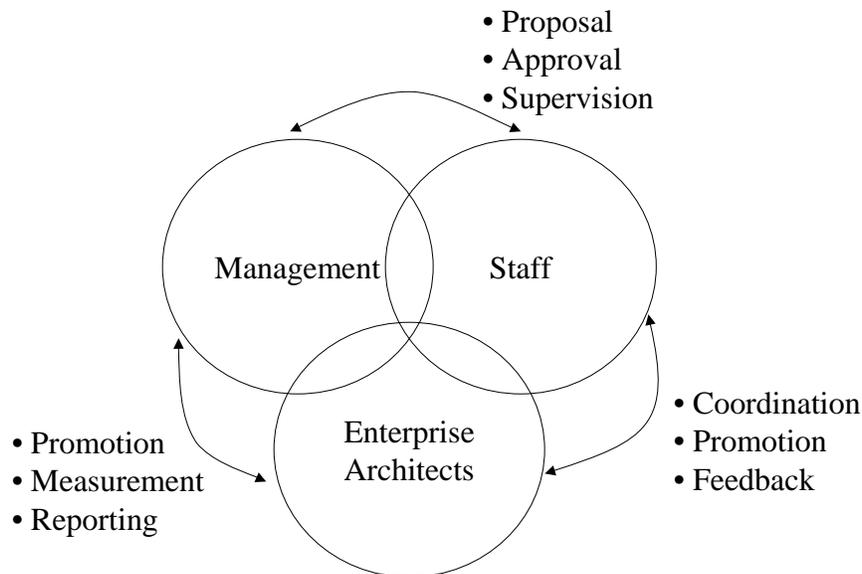


Figure 1: Enterprise Architecture Communications Process

Major Target Audiences

Following are the key participants in the EA Communications Plan:

- **Chief Information Officers (CIO)** – The DOC CIO interprets the Secretary’s vision and determines key drivers in support of the Department’s Goals. The CIO also supports the EA program by emphasizing the value of the architecture and ensuring support from each OU. OU CIOs promote and support their OU goals through the use of the EA and ensure compliance from their staff.

- **Senior Management and Chief Financial Officers (CFO)** – The DOC senior management and CFO as well as the OU senior management and CFOs need to understand the role of EA in ensuring that sound business processes are supported with sound, cost-effective and non-redundant business solutions.
- **Chief Enterprise Architects (CEA)** – The DOC chief architect maintains the Department's EA in cooperation with Department management and in coordination with the OU chief architects. The CEA defines the details of and actively promotes the EA through this communications plan. The OU CEAs promote EA in their organizations and coordinate EA implementation with IT project managers.
- **Enterprise Architecture Advisory Group (EAAG)** – Composed of a mix of DOC management and staff, OU chief architects and staff, and others as deemed necessary; this group provides a common venue for the coordination of Department-wide EA implementation.
- **Investment and Project Sponsors** – These individuals recommend, approve, and fund investments based on identified business needs; ensure all IT investments are coordinated with the DOC EA.
- **Project Managers** – Project Manager direct the investment and project implementations, ensure system architects and staff coordinate their efforts with the OU chief architect.
- **IT Staff** – IT Staff seek an environment in which their efforts are successful and the systems they build and support are implemented in a sustainable fashion.
- **OU/Bureau Specific Stakeholders and Partners** - Given the Department's diverse programs and functions, each OU may have its own unique set of stakeholders and/or partners that need to understand the Department's EA efforts.
- **Vendors** – Vendors should expect that DOC and its OUs are organized to drive towards a single EA resulting in clear avenues of providing support.
- **Oversight Organizations** – OMB, Congressional committees, GAO and the Office of the Inspector General seek efficient and effective use of resources. They expect that DOC and the OUs have maximum control over their investments at minimum costs.
- **Public** – The Public deserve maximum value for their tax dollars.

Performance Measures

The DOC EA performance measures will be developed, tracked, and communicated in accordance with this plan. See Figure 2, the DOC EA Performance Logic Model. The Logic Model maps (1) Inputs to (2) Activities and Outputs and Outputs to (3) Intermediate Outcomes to (4) End Outcomes. The model allows activities to be tracked to outcomes, and outcomes back to the activities that drive them. The four top-level (end outcome) indicators of performance for the DOC EA effort are:

1. Optimization of DOC Processes
2. Optimization of Mission Resource Utilization
3. Reduced IT Resource Total Cost of Ownership
4. Improved Service for Customers

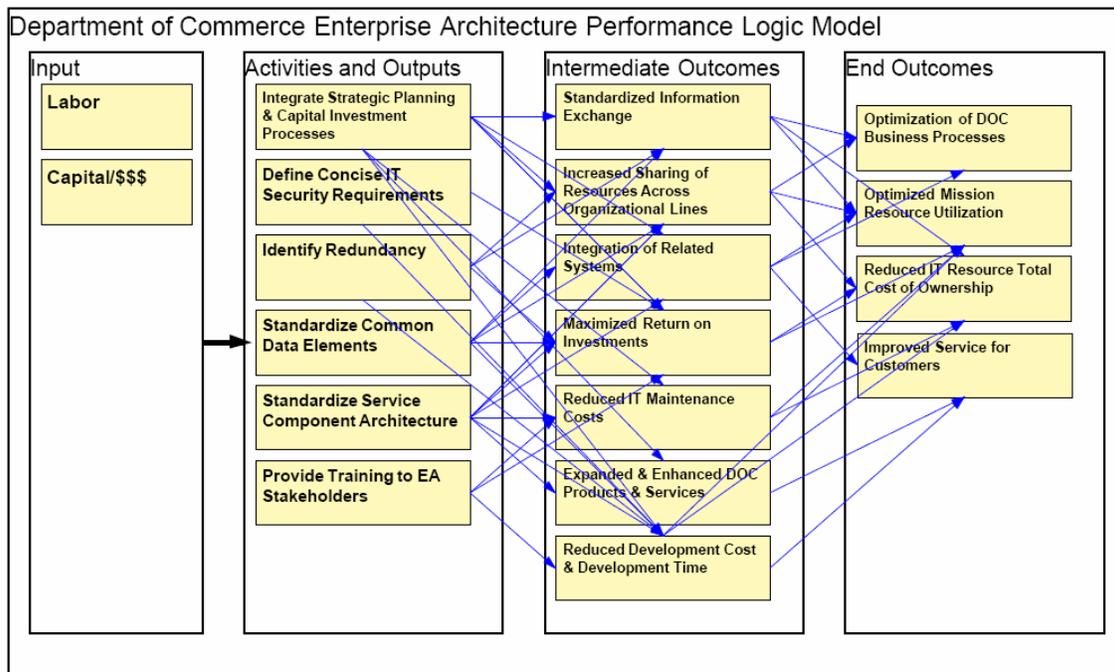


Figure 2: Enterprise Architecture Communications Process

Communications Mediums

A set of communications mediums will be used to deliver the key EA messages to the target audiences. The communications mediums to be employed include:

- **EA Advisory Group Meetings** – Develop a standard meeting agenda and add special items when necessary. Create a standard meeting schedule and location so attendees can plan ahead, generally every two weeks. More

frequent meetings could be held when necessary. Every OU's chief architect should attend the meetings or send a delegated representative.

- **EA Primer** – Succinctly describe the EA, its status, intended use and benefits.
- **Point of Contact List** – A listing of the points of contact within the Department and OUs with regard to the EA.
- **Modeling Community of Practice** – A community of modelers that share practices of modeling the DOC processes and artifacts through software.
- **Training** –Curriculums and training opportunities that further EA skills and knowledge.
- **EA Section of a DOC Periodic News Sources** – An EA section of a widely-distributed DOC-level informational publication (CIO Council meeting notes, newsletter, Email, Web page, etc.) that identifies new successes with EA, recent EA news, common questions and answers, news items of interest, and upcoming meetings and opportunities.
- **Enhanced Internal EA Web Presence** – A retooled EA Web presence that provides current EA information, success stories, metrics, common questions and answers, or other avenues of information sharing, such as an online EA discussion group.
- **Presentations** - Presentations can be made at CIO Council meetings, CFO Council meetings, capital planning, other meetings and/or conferences that promote EA topics and accomplishments.
- **OU EA Meetings** – Periodic attendance at OU EA meetings by the Department's chief architect or staff to demonstrate the commitment to EA and to give the staff in the OUs the chance to hear the OU message directly from the Department staff.
- **Special Awards** – Recognition for outstanding accomplishment in advancing the department's EA efforts.
- **Standard EA Presentations** – Standard EA presentations oriented toward target audiences such as CIOs, project sponsors, technical teams, etc. These presentations will help ensure a consistent message.
- **Success Stories** – EA success stories are recorded in the Enterprise Architecture documentation and a compendium of EA success stories will be made available for dissemination.